

# Carousel Mall Redevelopment

A SENIOR PROJECT PRESENTED TO  
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# APPROVAL PAGE

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# TABLE OF CONTENTS

**Chapter 1: Introduction**

Purpose of the Project ..... 8

History of Mall Form ..... 9

Understanding the Fall of the Mall ..... 11

Reinvention of the Mall ..... 12

**Chapter 2: Successful Mall Redevelopments**

Uptown District ..... 14

The Crossings ..... 16

Santana Row ..... 18

Conclusion ..... 20

**Chapter 3: Carousel Mall**

Introduction ..... 22

Regional Context ..... 23

Project Location ..... 24

History of Carousel Mall ..... 26

**Chapter 4: Existing Conditions**

Site Inventory

    Circulation Map ..... 28

    Environmental Conditions ..... 30

    Land Use ..... 32

**Chapter 5: Revitalization Proposal**

Vision Statement ..... 36

Goals, Objectives, & Design Ideas ..... 37

Concept Map ..... 41

Illustrative Site Plan ..... 42

Narrative ..... 43

Project Statistics ..... 44

**References** ..... 45

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# Chapter 1: Introduction

# PURPOSE OF THE PROJECT

The purpose of this project is to design a successful plan for the redevelopment of Carousel Mall in San Bernardino, California. In order for this project's outcome to be successful, there are several aspects that need to be considered. Since Carousel Mall is an abandoned mall it is essential that we understand how it got to that place. To best gain that understanding, the first chapter of this project will look at the history of mall form and how it shaped the malls we know today. This chapter will also help understand why malls in America began falling and how these fallen malls have been reinvented into centers of successful design. This introduction to the Mall will lay out the groundwork for the second chapter which looks at several successful mall redevelopments in California. There are three cases that outline success for mall redevelopment to set a guide for the development of Carousel Mall. The cases are Uptown District, The Crossings, and Santana Row.

The third chapter will take a look at Carousel Mall, looking at its history and the context that it lies within in San Bernardino. From the context this chapter provides of the site, it will provide a greater overview when looking at the next chapter: existing conditions. These conditions are shown in three different contexts: Circulation, Environmental Conditions, and Land Use. From this context of the site and the goals set in place to make Carousel Mall successful, the next chapter will outline the design process. This process consists of a vision statement and goals and objectives that will become a visual representation brought into the concept map then fine-tuned to make an illustrative site plan. From the final design, a program will be made that outlines all the uses in the project area. In the end, this project will help give insight into what the reinvention of Carousel Mall can look like.



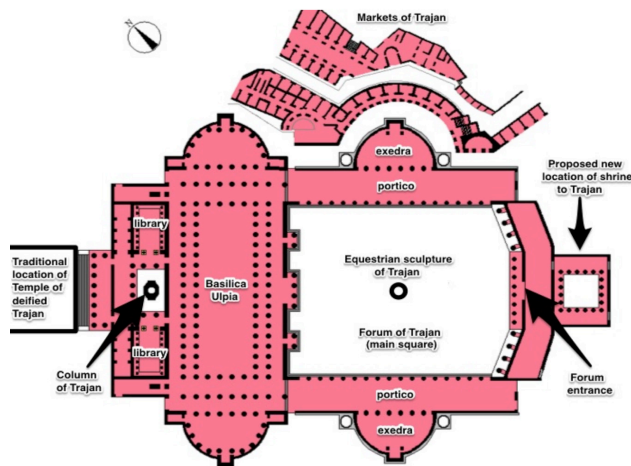
*Figure 1.1 The welcoming sign found at each entrance of Carousel Mall (Source: Author)*



*Figure 1.2 The main entrance of Carousel Mall (Source: Author)*

# HISTORY OF MALL FORM

he basic form of the mall we know today was inspired by the Greek agora and the Roman forum as public markets. They provided gathering places to buy and sell goods. One of the first mall designs that inspired the design of today's malls is the Trajan Market in Rome, Italy. This mall consisted of about 170 rooms/ stores and was 35 feet tall, allowing for two functional stories. A unique feature of the Trajan Market was its attention to form and focus on location. The form of this mall and others of its day paid close attention to their integration of design to the city and location to city landmarks. Located close to the Basilica Ulpia, as seen in Figure 1.3, the Trajan Market was intentional in its relation to a key community feature. The Trajan Market's carefully designed form and attention to location is a contemporary example of successful urban design (Becker, n.d.).



*Figure 1.3 The form and location of the Markets of Trajan in relation to the Basilica (Source: Becker, n.d.)*

In the middle-east, there were large open-air marketplaces or commercial quarters where traders could buy and sell their goods called haat bazaars. These places for shopping would happen a few times a week and are similar to a farmer's market like we know it today. Later within the 4th century, haat bazaars became enclosed to become permanent bazaars. As these bazaars were evolving and becoming a hub for international trade and commerce, they heavily influenced the economic development and prosperity in the cities they belonged. They provided social, religious, and financial influences to the city and its people (Kocaili, 2010, p.34). A prime example of one of these covered bazaars that are still standing is the Grand Bazaar in Istanbul (Figure 1.4). The bazaar



*Figure 1.4 The Grand Bazaar in Istanbul (Source: Grand Bazaar, 2018)*

recognized the importance of integrating socialization into shopping to create economic vitality which is a key component to the success seen in malls introduced in the United States by Victor Gruen.

From these two examples, a basis of successful qualities can be started to create a checklist of our own to measure the success of malls in the future. Through each time-period and successful case of mall characteristics and attributes can be added. In this period of history, we see the form of the mall begin to take shape through this list of measurable qualities: location/ accessibility, economic vitality, and socialization.

**Table 1.1 Checklist of First Mall Forms**

	MARKETS OF TRAJAN	THE GRAND BAZAAR
LOCATION/ ACCESSIBILITY	X	X
ECONOMIC VITALITY	X	X
SOCIALIZATION	X	X

The current form of the Mall has been based on Trajan Market and the Grand Bazaar for their attention to the checklist above. For this project, in particular, the remainder of this section will focus on mall form in America. The reason being that Carousel Mall is located in America and it is essential to understand the success and failure of American malls when we take the checklist into consideration. More specifically, we will focus on California, where Carousel Mall is located to see how



# HISTORY OF MALL FORM

the redevelopment of this Mall can reach its maximum potential of success. First, we will take a look into the history of mall forms that inspired the mall as we know today. There are three different forms that have occurred throughout time: main street, strip mall, and atrium mall.

Throughout history, incorporating shopping into the heart of a city was heavily practiced, similar to the Trajan Market. This incorporation began with the “Main Street” form, which is desired by many people for its accessible design. As shown in Figure 1.5, the “Main Street” form is simple; It consists of first story retail spaces with visible storefronts and allows for offices or residential units on a second story. The focus on the storefronts allows for easy street access by both vehicles and pedestrians. The visibility this form has brings a welcoming feeling to the pedestrian and enhances the walkability of the area (Southworth, 2005).

Over time the form of “Main Street” changed to the “Strip Mall”. It took the same concept of “Main Street” but made it lower density and focused on the accommodation of automobiles. The form of the “Strip Mall” is essentially one of the commercial components of “Main Street”, taken and pulled back from the main arterial street as shown in Figure 1.6. The “Strip Mall” creates a design shift from pedestrian-oriented to auto-oriented with the parking lot as a major design component. Locations of strip malls are meant to be easy and convenient for people with cars and they eliminate the social and walkable aspects of the mall (Southworth, 2005).

During the 1950s in post-war America, there was a heavy push for auto-oriented design as a result of suburban growth. The integration of malls and the city

became obsolete. The pedestrian was not taken into consideration. “Atrium Malls” were characterized by large, auto-oriented building masses. The form of this mall takes a new approach from the traditional approach, changing the mall’s position directly off-street. Instead, the location focuses on close proximity to highways and main intersections. The commercial space is a “retail island” surrounded by acres of parking as seen in Figure 1.7. Victor Gruen, an Austrian-born architect, designed and inspired the classic suburban Atrium Mall we are all familiar with. His most infamous design was the Southdale Mall in Edina, Minnesota in 1956 where the inwardly focused mall was born. During that time malls still added to the socialization of society, but were not conveniently located for everyone to access except by automobile (Southworth, 2005).

Based off these three forms, we can add walkability to our checklist of successes based off past malls (Table 1.2). With the progress of each of these mall forms, we see a decline in some of the base values for these designs.

Table 1.2 Checklist of Three Main Mall Forms

	MAIN STREET	STRIP MALL	ATRIUM MALL
LOCATION/ ACCESSIBILITY	X	X	
ECONOMIC VITALITY	X	X	X
SOCIALIZATION	X		
WALKABILITY	X		

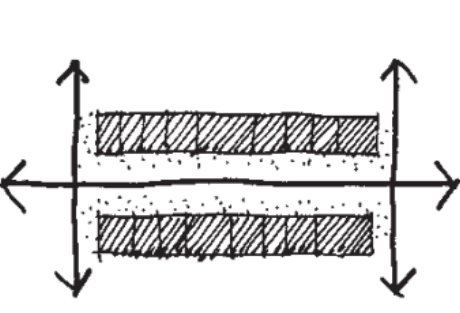


Figure 1.5 Main street form

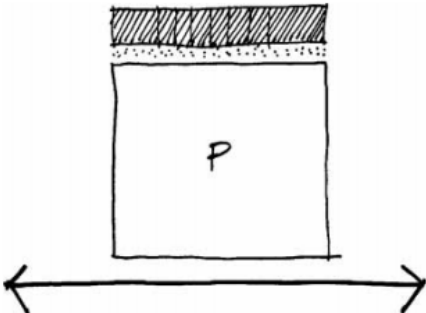


Figure 1.6 Strip Mall form  
(Source: Southworth, 2005)

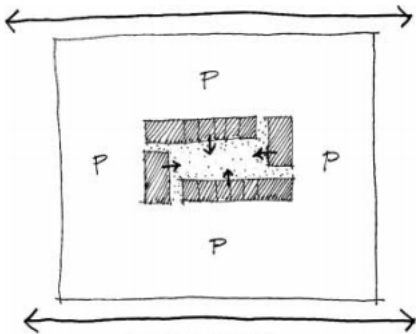


Figure 1.7 Atrium Mall form

# UNDERSTANDING THE FALL OF THE MALL

The concept of the mall hit the ground running and we saw at least 1,500 malls being built in the U.S. between 1956 and 2005 (Sanburn, 2017, July 20). This rate of growth outpaced that of the population at a prevalent pace. Victor Gruen's model for the mall lost its appeal as time went on, leading to the beginning of the decline of the mall. America is now littered with abandoned or failing malls or "greyfields" as a result of rapid growth rates and Gruen's model. This can also be cross-referenced in the checklist, as we see aspects of successful malls being removed with time. An article in the Times from 2017 said that "There are still about 1,100 malls in the U.S. today, but a quarter of them are at risk of closing over the next five years, according to estimates from Credit Suisse." This is a rapid rate of decline and to explain this we must look at potential reasons. These reasons span from addressing recent shopping trends to accessibility, infrastructure, and transportation utilized for malls.

With the rise of the online shopping trend, we are also seeing a rise in vacancy rates in malls. The rises of both of these rates are correlated according to Tim Worstall from Forbes stating that vacancy rates are down by 10% at shopping malls and online shopping revenue is up by 10% (Worstall, 2015, January 04). The shift to online shopping has almost diminished the need for malls. I believe that profound reasoning behind this shift is the accessibility to malls. Many malls are out of the way for most people because of the limited access to them, making them more of a chore than a destination point. Combating this issue could be resolved by making malls designations. Most successful malls tend to place people want to go to not just a place to shop.

Looking into all potential reasons for the decline of the mall, PWC's greyfield regional mall study lists the following points all as potential reasons:

- 1 Changes in accessibility, infrastructure, and transportation corridors that effectively make older inner city and first-ring suburban malls less competitive.
- 2 Changes in urban economics—shifts in population and capital, and attention to increasingly distant suburbs.
- 3 Alterations in retail format over time—introduction of power centers and category killers.
- 4 Competition from newly constructed centers within 3 to 5 miles.
- 5 Changes in surrounding area household demographics—age of population, racial composition, household income.
- 6 Changes in the level of tenant commitment—unwillingness to sign long-term leases, creation of encumbrances that make it difficult to redevelop the property.
- 7 Poor facility management, lack of revenue to support necessary maintenance.
- 8 Other forces such as anchor tenant bankruptcies or mergers, environmental stigma.
- 9 Other forces such as anchor tenant bankruptcies or mergers, environmental stigma.

*Chart adopted from Sobel, 2001, June.*

# REINVENTION OF THE MALL

As we see the widespread decline of the enclosed mall throughout American and California, we also see these malls being repurposed and reinvented. In many cases we see the malls being redeveloped to capture a wider audience and bring life back to these dead areas within a City. Although each case will have a reason for the decline, they each will be lacking in one or more of the following: location/accessibility, economic vitality, socialization, and walkability. Failed malls will need to either be redeveloped or demolished. Determining which way to go about reinvention should be focused on the demographics and regional economy in which the mall is located.

Within recent successful redevelopments, there is a strive to bring back the essential qualities that malls once held for the American people. There is a desire for convenience and socialization amongst much of the population and because of the technology we have today, the need for people to go out to purchase items or meet with friends has been hindered. However, with recent trends, we see the desire for convenience and socialization coming back and being highlighted in designs. As a result, in California, we see many malls being turned “inside-out”, from closed-air to open-air (Vioen, 2018). This transition is more welcoming and can be easier to re-tenant the existing structure. Successful open-air malls are The Grove in Los Angeles (Figure 1.8), or Third Street Promenade in Santa Monica (Figure 1.9),

(Figure 1. 9).

As we see this trend of open-air malls increase, we also see the greyfields become redeveloped into residential spaces. This redevelopment has been successful in many cases because malls and neighborhoods hold the same desires. When we look at our original checklist we can see the cross-reference. The location/accessibility in a neighborhood is important because residents want to be able to easily commute to work, find groceries across the street, or be close to the downtown. For economic vitality, residential communities bring high revenue to the city and can, therefore, increase the economics there. Within malls and also within residential communities there is an aspect of socialization that is present. Many people move or buy properties in places where they feel comfortable and feel that they can build relationships there. Walkability in a place whether it be a mall or a neighborhood is very desirable. To live in a place where one can live, play, and work within a walkable distance is what many people strive for. The following case studies will provide examples of mall redevelopment to a residential neighborhood.

With the reinvention of the mall, we see a push for convenience, socialization, and open-air with new retail development, and residential neighborhoods replacing past developments.



*Figure 1.8 The Grove, Los Angeles, CA  
(Source: Dove, 2016)*



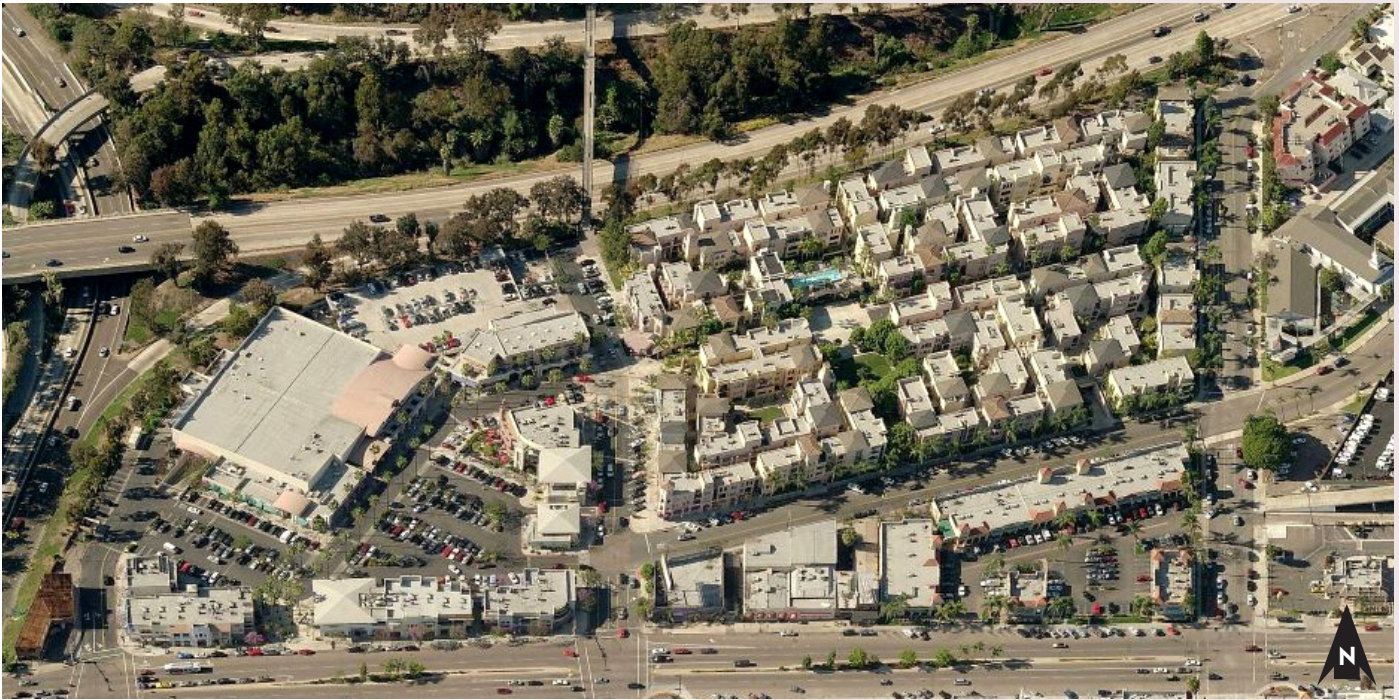
*Figure 1.9 Third Street Promenade, Santa Monica, CA  
(Source: Third Street, 2018)*





# Chapter 2: Successful Mall Redevelopments

# UPTOWN DISTRICT



*Figure 2.1 Aerial view of Uptown District (Source: Uptown District)*

**LOCATION:** HILLCREST, SAN DIEGO, CA

**PROJECT TYPE:** REDEVELOPMENT, MIXED USE CENTER

**LAND USE:** RESIDENTIAL AND COMMERCIAL

**SIZE:** 14 ACRES, 318 HOMES, 145,000 SQ.FT. COMMERCIAL/RETAIL,  
& 3,000 SQ.FT. COMMUNITY CENTER

Located in San Diego, California, Uptown District is a great example of a successful redevelopment of an abandoned indoor mall or “greyfield.” The Uptown District used to be the 14-acre Sears (including the parking lot) in the Hillcrest neighborhood of San Diego. This site had preexisting buildings (Ralphs and Trader Joes) that were incorporated into the final design. Uptown District now consists of mixed-use and high-density residential units. This project was brought to the City in 1987 for approval and was eventually completed in 1991. A unique feature of the Uptown District is that it is one of the first mixed-use centers in the area during that time. The Uptown District paved the way for San Diego’s Mixed-Use Developments.

The completed redevelopment featured the following uses: 318 dwelling units, 145,000 square feet of commercial/retail, and 3,000 square feet designated for a community center. With the incorporation of high-density residential into this project, the density was able to reach 20 dwelling units per acre (du/ac), compared to the city average of 3 du/ac.

The mixed-use development can be seen with the Trader Joes on the first floor and with apartments on the second floor. Mixed-use is also reflected on the other side of the street corner and serves as a Segway between the retail uses on the west and residential on the east. The high-density can be seen on the eastern portion of the redevelopment with a community center. Parking on the site can be found surrounding the southern retail and is incorporated into the residential units.





*Figure 2.2 Commercial uses on site (Source: Historic Uptown District, 2014)*

To maintain the original feel in the Hillcrest neighborhood, the Environmental Protection Agency (EPA) ensured that the developer would restore the old city streets that were once removed for the Sears parking lots. Through this incorporation, the developer was able

to create a pedestrian-friendly atmosphere by introducing smaller blocks and pedestrian pathways by incorporating greenery and more sidewalks. This also provides a more cohesive flow through the site since the street connects the retail and commercial.



*Figure 2.3 Mixed-use building (Source: Vicente del Rio)*



*Figure 2.4 Green space located between complexes (Source: Vicente del Rio)*

# THE CROSSINGS



*Figure 2.5 Former shopping mall, surrounded in big box retail and asphalt parking (Source:)*

**LOCATION:** MOUNTAIN VIEW, CA

**PROJECT TYPE:** REDEVELOPMENT, TRANSIT ORIENTED DEVELOPMENT

**LAND USE:** RESIDENTIAL AND COMMERCIAL/OFFICE

**SIZE:** 18 ACRES, 400 HOMES, 230,000 SQ.FT. COMMERCIAL/RETAIL,  
& 30,000 SQ.FT. OFFICE SPACE

Located in Mountain View, California, The Crossings is a high-density residential community clustered around a Caltrans commuter rail station. The Crossings is an example of a successful redevelopment project of an existing regional shopping mall with a focus on Transit-Oriented Development (TOD). Its integration of residential, commercial, and office space with the Amtrak train station was a key component into the success of this site. This development was one of the first New Urbanist developments to be built and set a standard for TODs in the United States.

The land was previously the Old Mill Mall, a boutique shopping center. This mall consisted of stores, restaurants, and a two-story atrium. The fall of the Old Mill mall was in 1989 following when the malls began their decline in the 1980s. Old Mill Mall officially closed in 1989 and began its conversion as a housing

development later that year. The 18-acre shopping center and was replaced with 400 homes, 230,000 sq.ft. commercial/retail, & 30,000 sq.ft. office space. With the variety of housing, the final density was 22 dwelling units per acre (du/ac).

The Crossings kept the existing offices and supermarket on the site and incorporated residential into the site around the train station. The high-density housing was also existing and retained its function through the development of The Crossings. The residential found on the site is mixed-use, townhomes, single-family, and high-density. The mixed-use units are centralized through the main street on the site as well as on the street corners. For the mixed-use, there is ground-floor retail with apartments located above. Townhomes can be seen along the exterior street of the site with the single-family homes located centrally in the site. A daycare is also



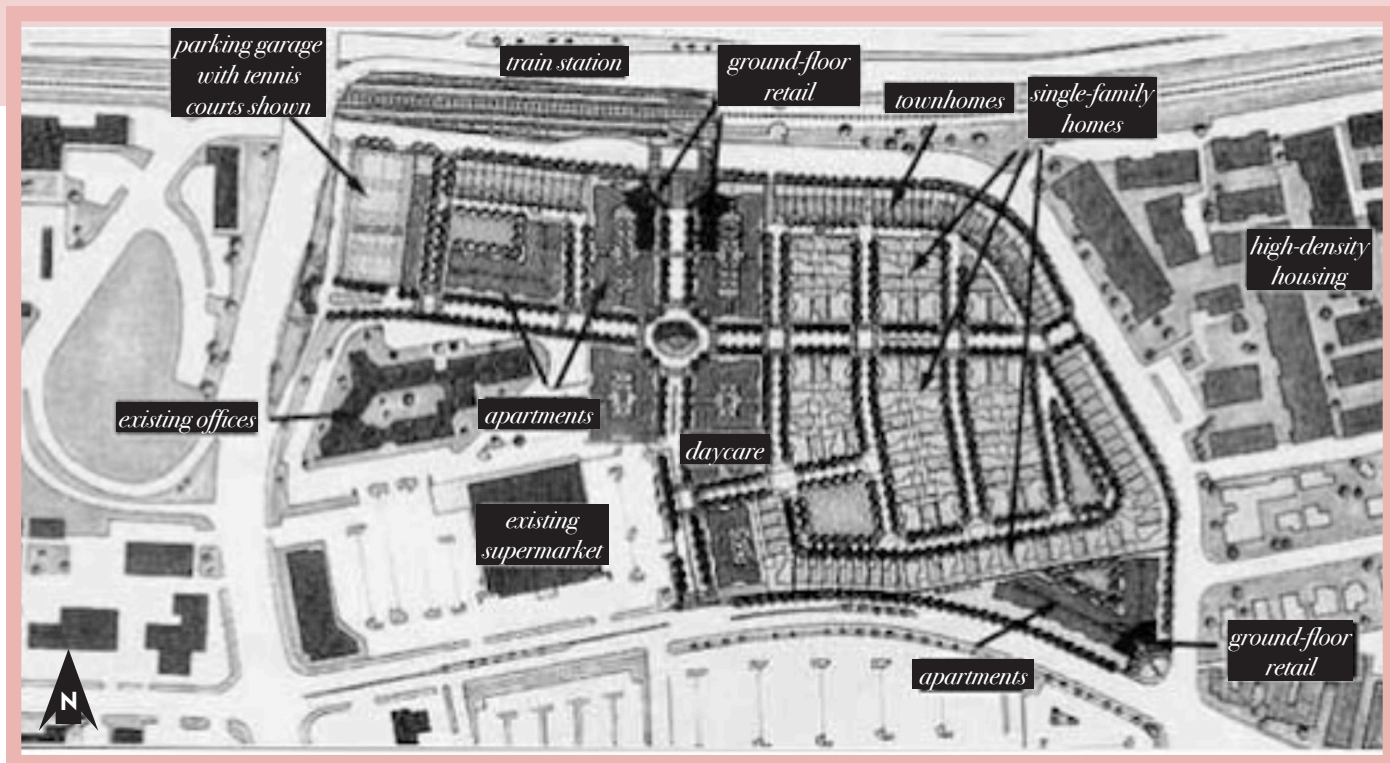


Figure 2.6 Site design of The Crossings, a residence-based TOD, with the new Caltrans station at the top (Source:)

located in the main area of the site which can appeal to many people working there because they could walk their children there and walk to the train for work. Parking can be found on the street or within the respective residences and around the existing supermarket.

The innovative design of The Crossings won the Outstanding Planning Award by the American Planning Association in 2002 for its TOD program. The design now prides itself on its close-knit community feel. Residents of The Crossings have even said, “(The Crossings) isn’t spread out, it’s very close-knit, the people are very nice. You don’t need a large home when they are efficient and there are lots of commons areas.

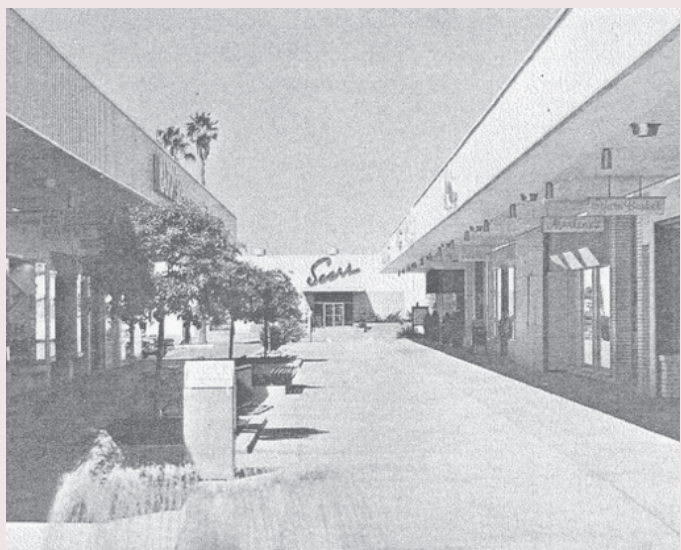


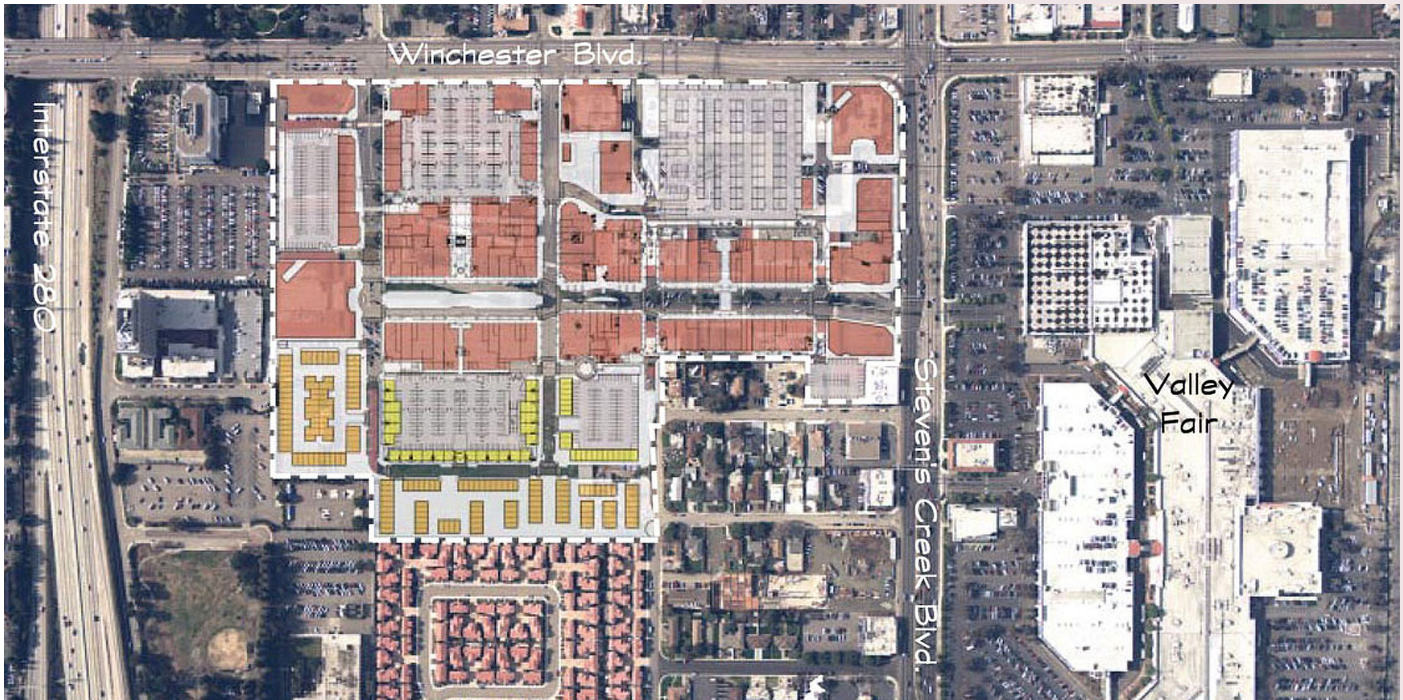
Figure 2.7 Configuration of the Old Mill Mall (Source:)



Figure 2.8 Mixed-Use Development (Source:)



# SANTANA ROW



*Figure 2.9: Aerial view of Santana Row (Source: Vicente del Rio)*

**LOCATION:** SAN JOSE, CA

**PROJECT TYPE:** MIXED-USE URBAN VILLAGE

**LAND USE:** RESIDENTIAL, RETAIL/COMMERCIAL, & OFFICE

**SIZE:** 42 ACRES, 680,000 SQUARE FEET OF RETAIL SPACE AND RESTAURANTS, 1,201 DWELLING UNITS, 2 HOTELS, AND 7 PARKS

Located in the heart of San Jose, California, Santana Row is a mixed-use development that serves as a model for Smart Growth. Santana Row is another great example of greyfield development. The plan for Santana Row recognized the need to contain low-density development and sprawl that had taken over much of the City and identified that this was an opportunity for infill development as a means of controlling service costs through the increasing economy. This project transformed a suffering mall and broke the suburban development pattern into a high-density urban pattern.

Santana Row is located on the land that was previously the Town & Country Mall – a single-story outdoor strip mall that suffered from reduced patronage and sales tax revenue. The Mall was torn down for Santana Row to be developed in 2002. The 42 acres

on which the mall was located then turned into 680,000 square feet of retail space and restaurants, 1,201 dwelling units, two hotels, and seven parks.

The flow of Santana Row is consistent with its surrounding buildings and infrastructure. For example, the streets within the site connect with their surrounding streets and land use forms. The site provides ample parking throughout. Of the parking structures, the ones located on the eastern portion of the site are the most unique with apartments wrapped around them as seen in Figure 2.9. The East-West part of the site provides medium-density residential through townhomes. Throughout the main portion of the site, mixed-use development has the most attention as seen in Figure 2.11. The mixed-use consists of Urban lofts with ground floor retail that lines the main street. Main Street is also lined with green





*Figure 2.10 Mixed-use building on street corner (Source: Vicente del Rio)*

spaces and high-quality landscaping are woven into the pedestrian streetscape.

The location of Santana Row is right of the 280 Interstate and directly next to a successful indoor Mall, making its location very accessible to those living in the Silicon Valley. When compared to the Town and Country Mall

that used to be on the site, Santana Row is thriving. Today, it brings in 24 million in sales tax revenue for the city of San Jose (Santana Row, 2012). With so much attention to human scale through the main street with landscape and seating as seen in Figure 2.12, Santana Row provides great socialization and walkability.



*Figure 2.11 Mixed-use building on street corner (Source: Vicente del Rio)*



*Figure 2.12 Public seating between buildings (Source: Vicente del Rio)*

# CONCLUSION

The previous case studies of successful mall redevelopment provide a solid groundwork for the redevelopment of Carousel Mall and their success will be taken into consideration with the future design of the project site. Looking at their successes and reflecting them into the design is a key reason as to why these two projects were chosen. Uptown District, The Crossings, and Santana Row check off all the boxes in the checklist, and their successes prove for themselves as to why they serve as a base for similar redevelopment projects. Since Carousel Mall is a mall redevelopment and design, Uptown District and The Crossings provide the necessary standards for the development of Carousel Mall.

**Table 2.1 Checklist of Successful Mall Redevelopments**

	UPTOWN DISTRICT	THE CROSSINGS	SANTANA ROW
LOCATION/ ACCESSIBILITY	X	X	X
ECONOMIC VITALITY	X	X	X
SOCIALIZATION	X	X	X
WALKABILITY	X	X	X

Between each case study, there are several takeaways for successful mall redevelopment. From Uptown District the main takeaways are:

1. Incorporating residential into an existing shopping center,
2. Close proximity to the highway, and
3. Integration of mixed-use development.

When taking a look at Carousel Mall these three aspects are also important because they make up the framework for the site. Carousel Mall is located near strip malls, a major highway, and a transportation hub making the integration of mixed-use residential desirable in the site.

From The Crossings the main takeaways from their success are:

1. Transit-Oriented Development,
2. Keeping existing buildings on the site and working with them, and
3. Focus on New Urbanist ideas and concepts.

Creating Carousel Mall into a Transit-Oriented Development it a major appeal because of the location of the site, with the I-215 and Metrolink station located just blocks away from the core. Keeping some of the existing buildings on the site at Carousel Mall is also something that is important because the facades on the east side of the site are historic to San Bernardino and create a design standard for the surrounding buildings. Carousel Mall would also be successful with a New Urbanist concept residential development to fit into the city better.

From Santana Row the main takeaways for incorporation are:

1. Main Street-oriented and focused,
2. Incorporation of residential including apartment wrapped parking, and
3. Mixed uses for increased profitability.

Within Carousel Mall, including an area that has a main street feel and orientation for pedestrians would be an excellent feature within the sight. Through creating a link from the bus stops and the city center to a retail-oriented area, the main street feel can be incorporated. Santana Row also has a seamless flow from residential, mixed-use, and retail spaces and trying to maintain that flow is key for the overall coherence in a site like Carousel Mall. Santana Row has incredibly increased the profits for that area of San Jose due to its popularity and variety of uses. By including a similar mix of uses in Carousel Mall, hopefully, profits can increase for the City of San Bernardino.



# Chapter 3:

# Carousel

# Mall

# INTRODUCTION

I chose Carousel Mall because of its high potential for a successful Transit-Oriented Development. The history and location of Carousel Mall invite an intriguing opportunity for an urban design infill project because of its proximity to the highway and transit station. Based on the complicated history of San Bernardino and bankruptcy, Carousel Mall has the potential to increase revenue for the City as infill development.

Based on the successful mall redevelopments mentioned in the previous chapter (Uptown District, The Crossings, and Santana Row) there are several takeaways that sparked inspiration for my design of Carousel Mall. From these projects, I found inspiration through the use of TOD and New Urbanism concepts. These two concepts help pave the way for finding success because they create a focus on the location/accessibility in and around the site, economic vitality through the intrigue of community members, socialization inspired by intentional design and human scale, and walkability through the proximity of essentials to the users of the site.

Before abandonment, Carousel Mall was the main mall in San Bernardino because of its ideal downtown location. The Mall had 3 major anchor stores: JCPenney, Montgomery Ward, and The Harris Company. These anchor stores intrigued mall guests and the City had major plans for it to be a centralized destination for city residents. With its location so close to the transit station, many people were able to go to the site. With its centralized location, the catchment area of the site ranged from young teens to adults as a place to socialize. These people would come for the convenience of the malls' location and because it was the first one in the area and only began to fail once other malls in the area were introduced. The market needs for San Bernardino are focused on housing.

Based on the demographics and the market needs of San Bernardino, it is obvious that a mix of housing types will need to be incorporated on the site. This mix would range from select single family homes to high-density apartments. Including a majority of residential into the site would mean an increase of funds for the City through property taxes and could help San Bernardino's bankruptcy issue. It is also made clear by the City through the downtown district zone that the downtown district should have retail incorporated into it. Based on the surrounding retail spaces and the fact that Carousel Mall became abandoned, more retail could be problematic.

# REGIONAL CONTEXT

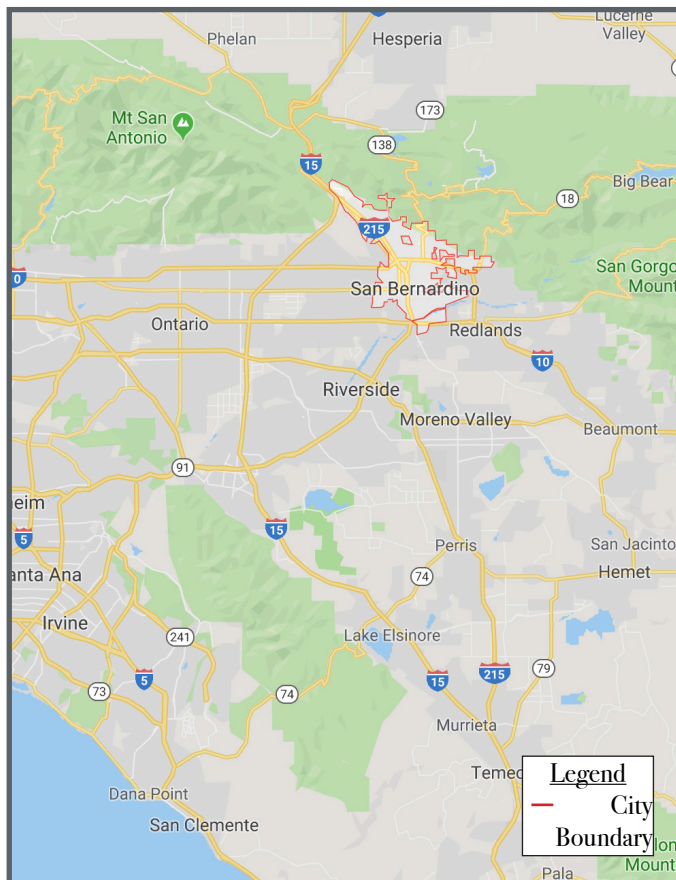
Carousel Mall is located in the Downtown of the City of San Bernardino. The City is located in southern California in San Bernardino County. The City is located only 60 miles east of Los Angeles. The City of San Bernardino is divided into districts, including the Downtown District that Carousel Mall is located in. This district consists of shopping and government buildings. The geography of the City is very unique since it is nestled between the San Bernardino Valley and the San Bernardino Mountains. This location makes for hot summers and moderate winters.

According to the 2010 US Census, the population of the City was 209,924. The demographics in the City are White, African American, Native American, Asian, Pacific Islander, and Hispanic or Latino – making San Bernardino ethnically diverse (see Table 3.1).

In taking a look at the history of the City San Bernardino alongside the history of Carousel Mall, it is important to consider the events that took place on July 10, 2012. On that date, the City Council filed Bankruptcy, making it the second-largest city to ever do so.

**Table 3.1 City of San Bernardino Demographics**

Racial Composition	2010 Census Percentage
White	45.6%
Non-Hispanic	19.0%
Black or African American	15.0%
Hispanic or Latino	60.0%
Asian	4.0%



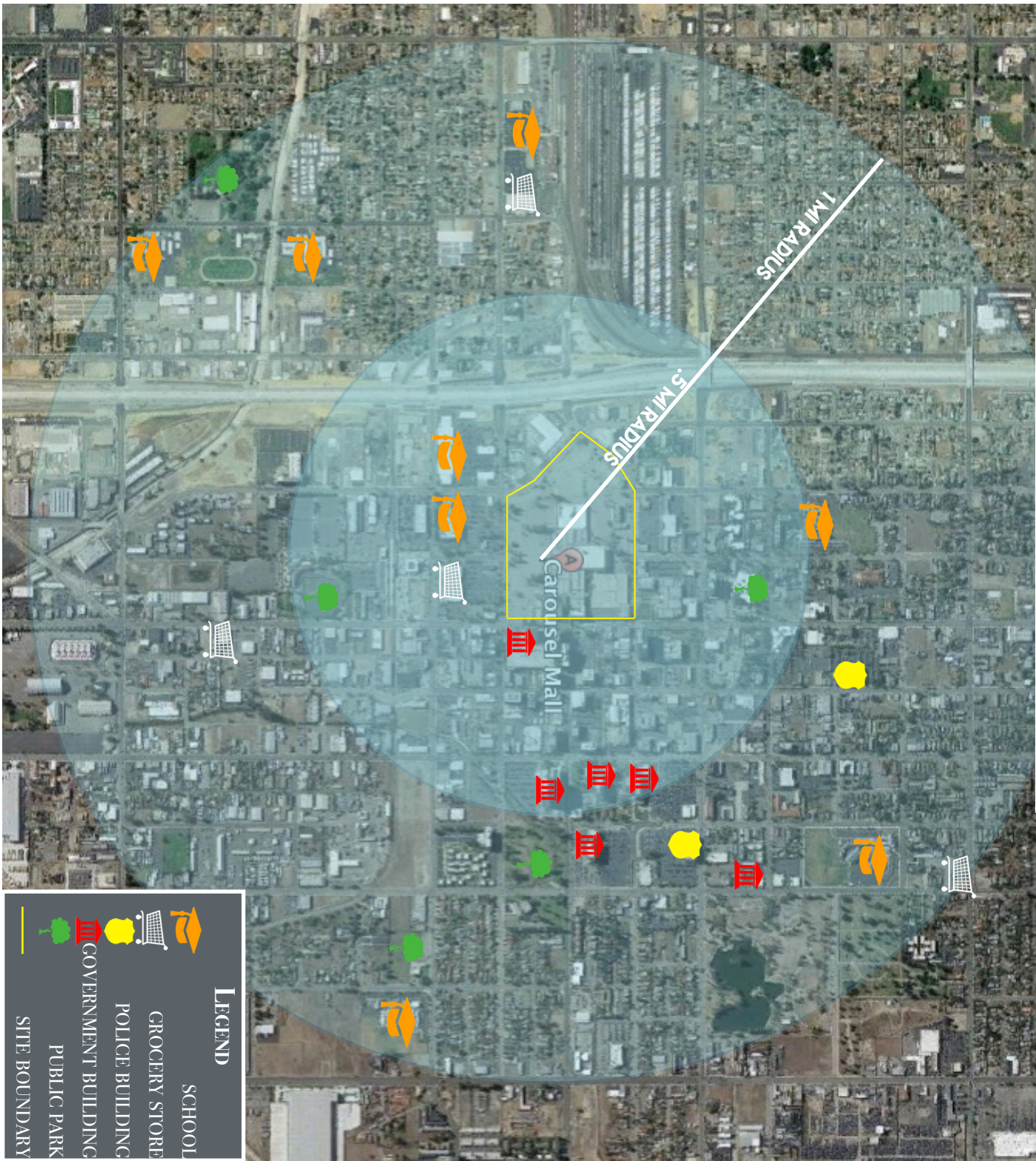
*Figure 3.1 City of San Bernardino Regional Context (Source: Google Maps)*



*Figure 3.2 Carousel Mall location in the City of San Bernardino (Source: Google Maps)*



# PROJECT LOCATION





# PROJECT LOCATION

Carousel Mall is located in the heart of the City of San Bernardino, making it an ideal location. Settled on a 46-acre site, this lot is currently home to an abandoned mall, parking garage, and surface area parking. There are many opportunities for growth on this site that could foster a sense of community and life back into San Bernardino. One great attribution to Carousel Mall is that it is located only 2 blocks away from the County Courthouse and surrounded by big offices like CalTrans that provide job opportunities in San Bernardino. Not only is its centralized location ideal, but the San Bernardino-Downtown Metrolink Station is also only .2 miles away (about 10 miles away) and the nearest freeway on-ramp is .4 mile away, which can allow the Carousel Mall site to be a great opportunity for a Transit Oriented Development (TOD).

Just across the street from Carousel Mall are the California Theatre Of The Performing Arts and a movie theater. With these venues located within walking distance from the site, a focus on arts and culture can be integrated within the redevelopment. Providing a program with mixed-use, residential, and retail spaces concentrated on TOD and arts and culture could also help bring revitalize Downtown San Bernardino.



Figure 3.3 Carousel Mall in relation to major transit (Source: Google Maps)



# HISTORY OF CAROUSEL MALL



*Figure 3.4 Boarded up entrance of Carousel Mall (Source: Whitehead, 2018)*

Carousel Mall's history follows the declining trend as many malls of its time did. The idea behind this mall was to revitalize the then suffering downtown of San Bernardino by adding a suburban shopping experience. In 1962, Victor Gruen Associates were brought in to design this urban renewal shopping mall and called it Central City Mall. It was completed in 1969 on a six-block area covering 43 acres of the downtown. The first stores were opened in 1972 and the 2-story, fully enclosed mall was fully-leased in 1978. In its prime, Central City Mall spanned 1,357,200 leasable square feet and was the home to 100 stores and services.

The mall had a successful beginning, but as local gang violence arose in the 1980s its popularity began its decline and shifted to Inland Center Mall (located 1.1 miles south). In efforts to gain popularity, the mall installed a merry-go-round in 1991 and renamed the facility Carousel Mall. This attempt, unfortunately, was unsuccessful because of the development of another mall nearby that opened in 1996. By the 2000's many of the anchor stores in Carousel Mall were closing and investors were backing out. The biggest store there, J.C. Penny, eventually closed in 2003. The vacant spaces in the mall were leased out as offices to the County and School District. In more attempts to save the lot, two developers proposed redeveloping the space but both backed out because of the Great Recession of 2008. After the efforts to try to make Carousel Mall successful, San Bernardino Economic Development Authority acquired the mall and held an auction in 2011. AECOM received

the land and Carousel Mall officially closed in 2017. Today, Carousel Mall still sits as an empty lot in San Bernardino. The history of this mall is complicated, and to this day there are still many complications that face this property. One of the biggest complications is that the City of San Bernardino is bankrupt and the State of California has closed all Economic Development Agencies. In its dire state of making money from this land, the City has given the land to a developer in hopes that revitalization can be possible. With this complicated history and bright hope for the future of development, Carousel Mall invites an intriguing opportunity for an urban design infill project (Mall Hall of Fame, n.d.).

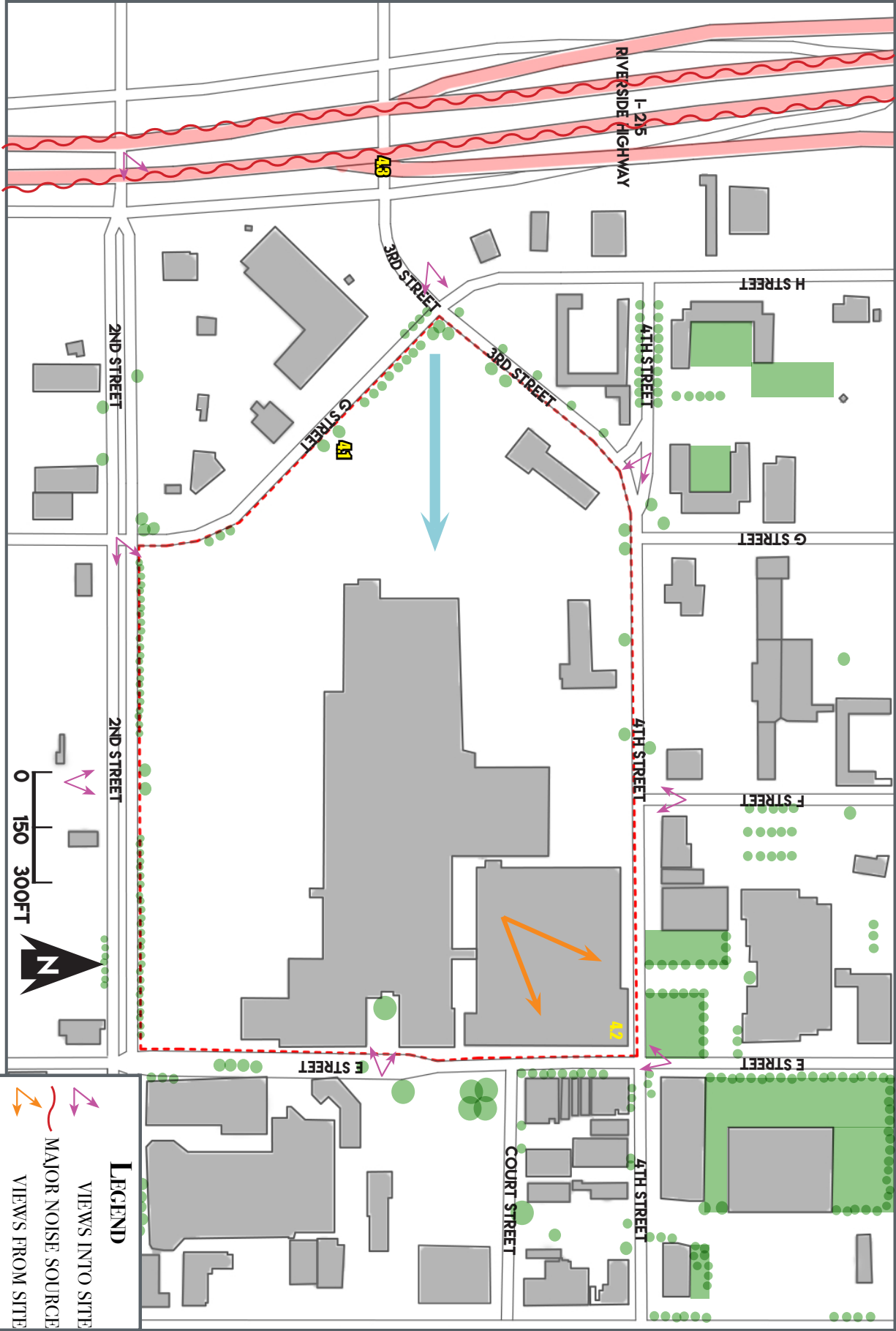


*Figure 3.5 Merry-go-round in Carousel Mall.  
(Source: LNR, 2012)*



# Chapter 4: Existing Conditions

# SITE INVENTORY | ENVIRONMENTAL CONDITIONS



Note: For the purposes of this map, I used GoogleEarth and site visits to determine the current modes of circulation for this site.



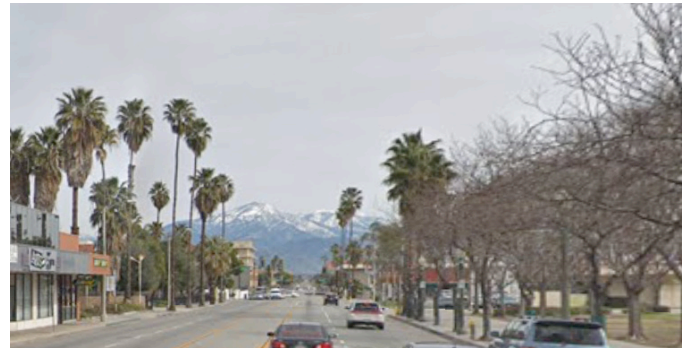
# SITE INVENTORY | ENVIRONMENTAL CONDITIONS

Carousel Mall features many trees within and around the site. For the sake of future design and the demolition to occur within the site, there is no relevant importance to any trees within the site so they will not be shown. The trees in the site's main purposes are to provide shade for the parking lot. Around the site, many of the trees are along the streets and on the sidewalks to provide shade for the pedestrians. Tree lined streets are important to the overall beauty of the site because it is more welcoming and promotes a more walkable environment. The trees all vary in height, width, and species. Some trees within the site that are important to note are the two trees on each of the entrances into Carousel Mall (Figure 4.1). In many of the parking lots around the site the trees are also accompanied with vegetation.



*Figure 4.1: West Entrance of Carousel Mall lined with trees (Source: Author)*

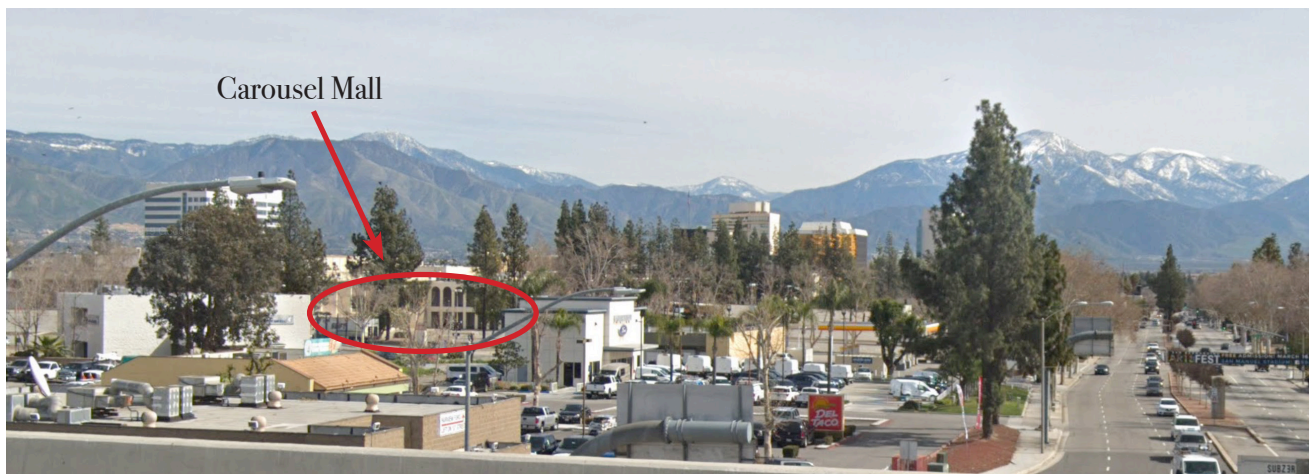
While in the site, there are beautiful views of the surrounding mountain range in the North-East. These views can be seen on the top of the parking structure. The parking structure with views is an enticing aspect to this site and can provide activity and intrigue into the site (Figure 4.2). These mountains are home to popular destinations such as Lake Arrowhead.



*Figure 4.2: View of the Mountains from 4th Street (Source: Google Maps)*

The prominent wind pattern in the site is a Western wind. The wind blows from this direction about 88.8% of the time when wind is blowing (Average Weather, n.d.).

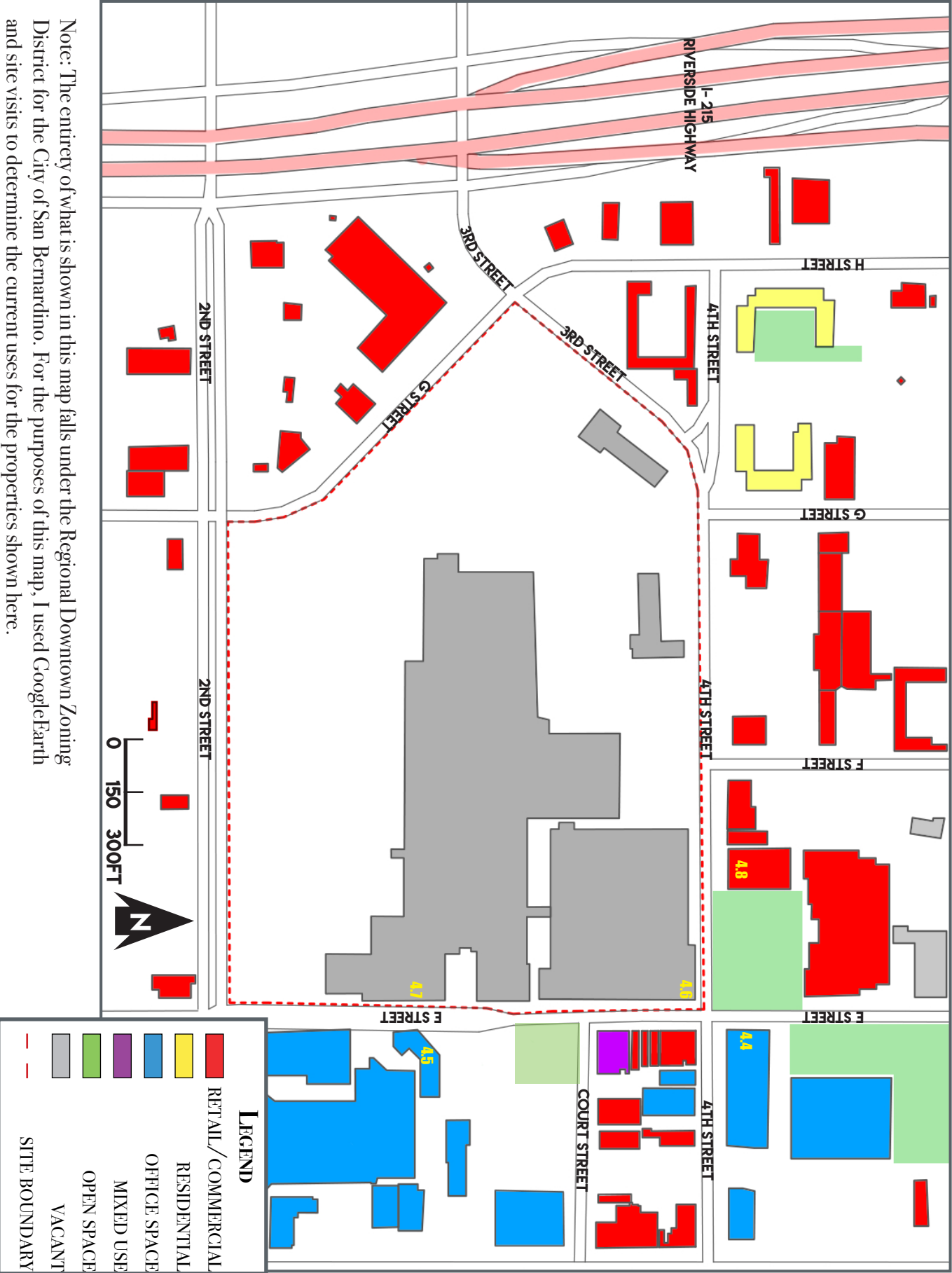
Since Carousel Mall is 42 acres, there are views into the site from any of the surrounding intersections and streets as well as from the I-215 (Figure 4.3).



*Figure 4.3: View of Carousel Mall and Mountains from I-215 (Source: Google Maps)*

# SITE INVENTORY | LAND USE

Note: The entirety of what is shown in this map falls under the Regional Downtown Zoning District for the City of San Bernardino. For the purposes of this map, I used GoogleEarth and site visits to determine the current uses for the properties shown here.





# SITE INVENTORY | LAND USE

With City Courthouse and offices of major corporations like CalTrans located within blocks of Carousel mall, the existing uses surrounding the site welcome the to create jobs for people who could potentially be living within the Carousel Mall site (Figure 4.4). The site is also surrounded heavily by retail spaces that can provide jobs as well as basic necessities like grocery stores or car repairs.



*Figure 4.4 CalTrans building located on the corner of 4th and E Street (Source: Author)*

The history of the City of San Bernardino's finances within the past few years and towards the fall of Carousel Mall, is reflected in and around the site through the poor upkeep of surrounding buildings. Some of the building around the site are also vacant which leaves a concern for business and safety.



*Figure 4.5 Damage of a window on a building across the street from Carousel Mall (Source: Author)*

Since the buildings on the site are vacant it is important to find inspiration for future design from the surrounding uses and understand the success of the current businesses. The buildings on the North-East corner of the Carousel Mall site on 4th and E Street have intriguing facades that can be carried into the design of buildings within the Carousel Mall site (Figure 4.6 & 4.7).



*Figure 4.6 Building on Carousel Mall Site on the corner of 4th and E Street (Source: Author)*



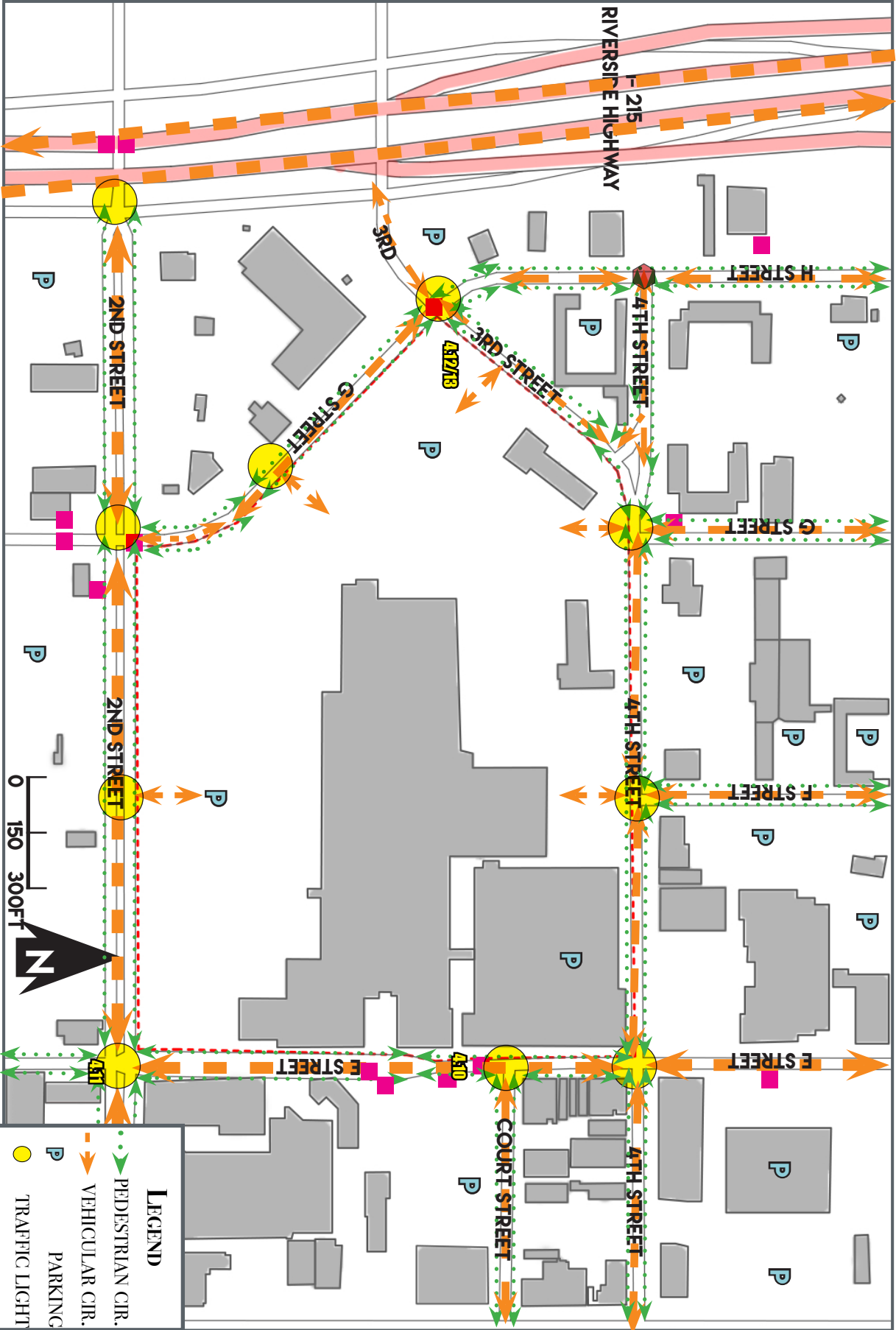
*Figure 4.7 Building facade on Carousel Mall site (Source: Author)*

The Theater on 4th Street also has elements of design that can be reflected through the redevelopment of Carousel Mall (Figure 4.8).



*Figure 4.8 Theater on 4th Street (Source: Author)*

# SITE INVENTORY | CIRCULATION



Note: For the purposes of this map, I used GoogleEarth and site visits to determine the current modes of circulation for this site.



# SITE INVENTORY | CIRCULATION

The site of Carousel Mall is located between 2nd and 4th Street (East-West) and G and E Street (North-West) in the City of San Bernardino. Since Carousel Mall is located in the Downtown District of San Bernardino there are many bus stops and traffic signals surrounding the site. On the eastern part of the site along E Street there are several bus stops. These stops make their way to and from the Amtrak station located 2 blocks south (Figure 4.9). These stops are covered and located in the middle of the street so they are protected from traffic (Figure 4.10).



*Figure 4.9 Amtrak station with access to busses and trains (Source: Author)*



*Figure 4.10 Covered bus stop on E Street (Source: Author)*

With this focus on public transit that surrounds the site, Carousel Mall makes the perfect site for a Transit-Oriented Development and walkability. Walkability will be easily promoted with access to transit as well as sidewalks and crosswalks surrounding the site (Figure 4.11).

However, it is important to notice the close proximity of the highway because it can be a large generator of noise for people in and around the property. The highway does, however, allow for easy commutes to nearby cities since it stretched from Temecula to the I-15 to Barstow.



*Figure 4.11 Labeled and protected bus lanes along streets (Source: Author)*

Another important aspect to the site and its surrounding properties is the ample amount of parking. Although some parking may be for offices or private use, there are still 14 lots surrounding the site (Figure 4.12 & 4.13). This high volume of parking will allow for easy access to the site if the parking is eliminated from the site through redesign.

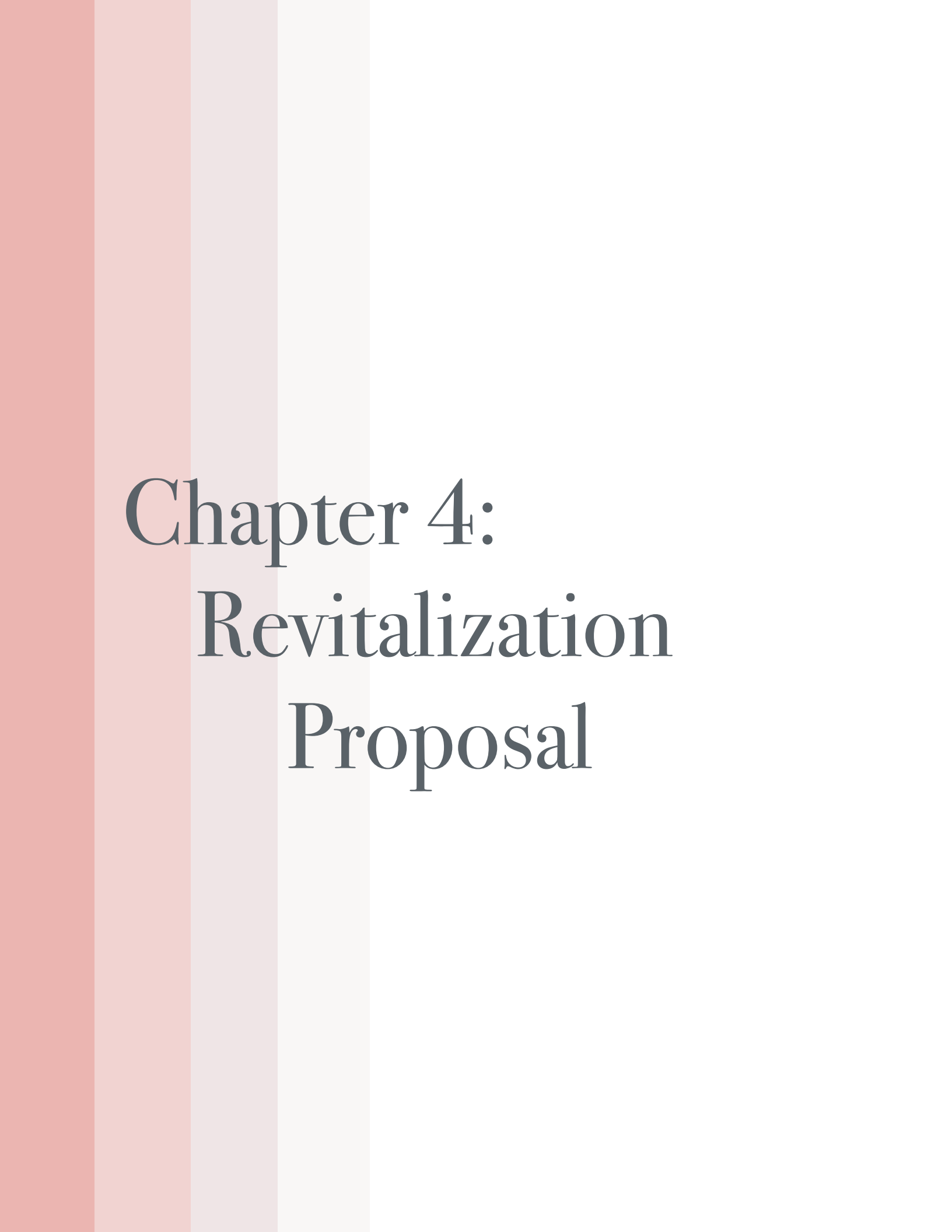


*Figure 4.12 Parking lot on Carousel Mall site, most likely used for a Park and Ride (Source: Author)*



*Figure 4.13 Sea of Parking that surrounds the abandoned Carousel Mall (Source: Author)*

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# Chapter 4: Revitalization Proposal

# VISION STATEMENT

Carousel Mall will be a **walkable** and **lively** addition to Downtown San Bernardino. It will inspire a **welcoming environment** that can be enjoyed by residents as well as visitors.

Its design will provide diverse commercial uses and **varied residential use**. As a **Transit-Oriented Development**, it will encourage pedestrian and transit connections while still respecting the design of downtown. This project will embody **accessibility** through sustainable practices.

Carousel mall will provide a **dynamic, enjoyable** experience that will contribute to the **identity** of Downtown San Bernardino.



# GOALS, OBJECTIVES, AND DESIGN IDEAS

LOCATION/ ACCESSIBILITY – Attainable through **linkages** - the connection of buildings, streets, and spaces to create a pathway.

## OBJECTIVE 1:

Promote public transit through clear pathways and access.



*Source: Spending Disgrace, 2014*

Design Idea: Create a bolder design for transit stops around the site.



*Source: Sission, 2017*

Design Idea: Focus on commuters as one of the main users for public transit.

## OBJECTIVE 2:

Expand on public access through connections to other Downtown destinations.



*Source: Creager, n.d.*

Design Idea: Improve the connection with the Courthouse along Court Street with patterned crosswalks and sidewalks.



*Source: Author*

Design Idea: Add more lighting to create a lit and safe pathway to and from the site.



# GOALS, OBJECTIVES, AND DESIGN IDEAS

**ECONOMIC VITALITY** – Attainable through **variability** -the mixes of uses and densities throughout a site.

## OBJECTIVE 1:

Range of residential densities for increased access to jobs and revenue.



*Source: Minor, 2013*

Design Idea: Create a wrap apartment building around the existing parking structure on the site.



*Source: Knezevich, 2013*

Design Idea: Include multi-family complexes as well as townhomes to increase the dwelling units per acre.

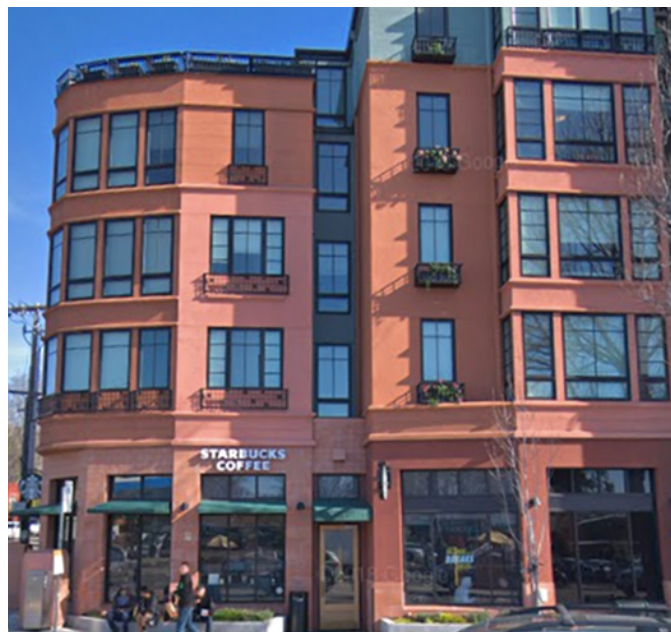
## OBJECTIVE 2:

Integrate mixed-use development for increased marketability.



*Source: Wheatley, 2016*

Design Idea: Have mixed-use development incorporated with retail spaces in the site.



*Source: Seshadri, 2019*

Design Idea: Put ground-floor retail that residents in San Bernardino desire.

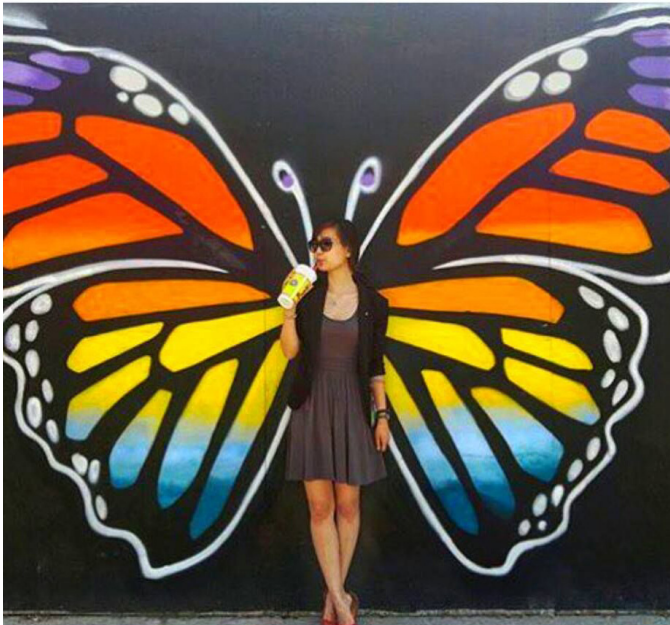


# GOALS, OBJECTIVES, AND DESIGN IDEAS

**SOCIALIZATION** – Attainable through **complexity** - placemaking via variety of urban design elements.

## OBJECTIVE 1:

Implement interactive attractions and activities.



*Source: Doll, 2019*

Design Idea: Incorporate interactive wall art.



*Source: White Paper, 2016*

Design Idea: Have moveable chairs and seating available.

## OBJECTIVE 2:

Utilize active markets to be implemented into the site.



*Source: Author*

Design Idea: Have elements of theater and art into the site that reflect the theaters along 4th Street.



*Source: Contributor, 2018*

Design Idea: Access to healthier food options, instead of fast food.



# GOALS, OBJECTIVES, AND DESIGN IDEAS

**WALKABILITY** – Attainable through **imageability** – ability to define a place through the unique qualities of that place to make it a desirable destination.

## OBJECTIVE 1:

Implement pedestrian focused corridors.



*Source: KCRup, 2011*

Design Idea: Have a complete street focused around retail spaces in the site.



*Source: A Greener Way to Work, 2015*

Design Idea: A plaza with welcoming landscaping.

## OBJECTIVE 2:

Provide ample landscaping and green spaces.



*Source: Hp Pocket Parks, n.d.*

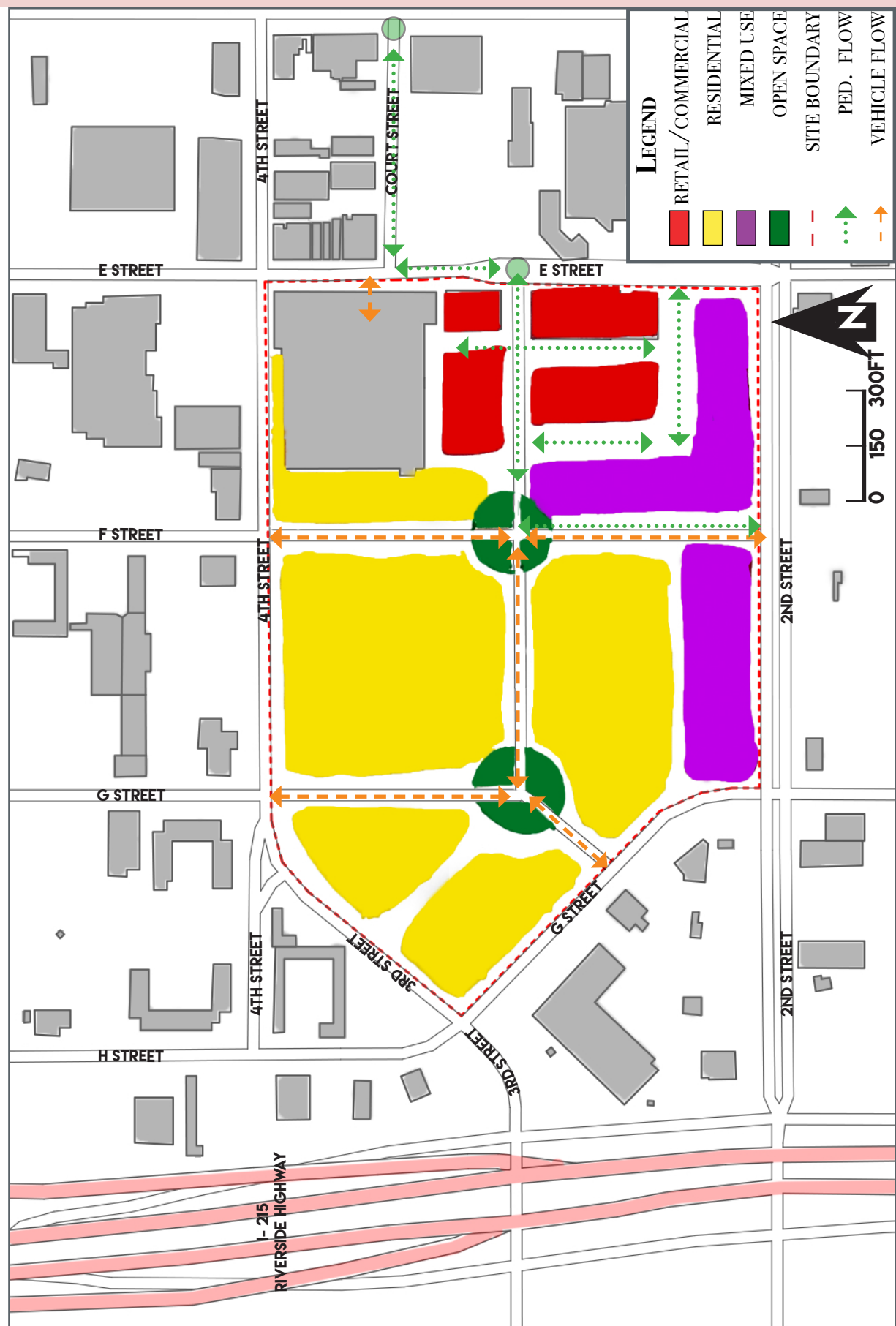
Design Idea: Have pocket parks on street corners or as atriums/ courtyards in residential areas.



*Source: Jasper Avenue New Vision Streetscaping, n.d.*

Design Idea: Add vibrant, colorful landscaping to complement the surroundings.

# CONCEPT MAP



It is important to note that this is a simple bubble diagram and densities for the final program are not based on this map. The purpose of this concept map is to gain a basic understanding of how building form and densities can work within the context of the site. The concept map also attempts to provide a better understanding of how the goals, objectives, and design ideas previously stated can successfully be implemented into the site. Including an understanding of pedestrian and vehicular flow into the site is important because it models the interactions with users and the site.



# ILLUSTRATIVE SITE PLAN





# NARRATIVE

The overall design of this project separates the residential from the retail and mixed use on the site. The intent of this separation stems from the history of crime surrounding the Carousel Mall site. With crime and gang-related activity being the main reason for the decline of Carousel Mall, I designed this with the intention that the residential neighborhoods would be gated and protected from the public area on the eastern part of the site.

Scanning the site from left to right, we will look at the intent and overall concepts that went into the final design of this project. From the left, western part of the site there is a large apartment building with a courtyard and parking lot for apartment owners and guests. These apartments are 840 square feet and there are 74 units on each floor. As a 3 story building, there are 678 apartments and the parking structure has 251 spots. As we scan across I added a variety of densities, such as townhomes, single family homes, and flats. By having a variety of densities, the neighborhood can attract many people who will use this TOD. These residential developments vary in densities but there is a total of 262 townhomes, 53 single family homes, and 88 flats. The eastern portion of this site has mixed-use, retail spaces, and wrap apartments.

The street on along the retail serves as a street for activities. This street would be pedestrian only and could feature many types of festivities and activities. I located it on this side of the site because it is directly across from a large bus stop and park that connects the site to the city center. The orientation of these buildings is very symmetrical to create comfort and a sense of place for pedestrians. Of these 14 retail/ mixed-use buildings, 2 of them were existing buildings (buildings 7 and 8). These buildings were preserved because of their unique and beautiful facades that reflected the architecture in the area. This portion of the site also includes plenty of open space to enhance flow.

Through the final design of this project, the goals, objectives and design ideas were all met. First, location and accessibility through linkages. By having a clear path into the site to the pedestrian-only part of the site where the mall is located, the location will be more accessible. Also by continuing F Street all the way through the site, there is a more natural flow of traffic that leads to the Amtrak station. The second goal is economic vitality through variability. This can be seen through the mix of densities as well as the mix of uses throughout the site. The third is socialization through complexity. This can be seen through the integration of open spaces in the retail space. These open spaces can serve as areas of placemaking for the passerby or the residents. The last goal is walkability through imageability. The ample amount of green space between residential buildings, the community center, and the public open space create desirability to the site through landscaping.

# PROJECT STATISTICS

## PROJECT SUMMARY

Site area: 46 acres  
Total Units: 1,081 Homes  
53 Single Family  
88 Flats  
262 townhomes  
678 Apartments

### Residential:

#### Single Family

2,034 – 2,826 S.F.  
3-4 Bedrooms  
2 car garages

#### Flats

1,488 - 2,964 S.F.  
2-3 Bedrooms  
2 car garage

#### Townhomes

1,357 – 2,144 S.F.  
2-4 bedrooms  
2 car garages

#### Apartments

840 S.F.  
1-2 bedrooms  
Parking garage and guest parking  
3-story building

#### Community Center

4,000 S.F.  
Pool access

### Parking:

#### North-East structure:

~ 1065 parking spots  
3 stories

#### West structure:

~ 251 spots  
3 stories

#### Homes:

806 total parking spots

### Retail/Commercial:

#### Building 1:

2 stories  
38,131.5 S.F.

#### Building 2:

2 stories  
39,147.6 S.F.

#### Building 3:

3 stories  
50,043.3 S.F.

#### Building 4:

3 stories  
50,032.5 S.F.

#### Building 5:

3 stories  
50,033.9 S.F.

#### Building 6:

3 stories  
50,041.7 S.F.

### Mixed Use:

#### Building 7:

5 stories  
70,808.4 S.F.

#### Building 8:

4 stories  
148,214.4 S.F.

#### Building 9:

2 stories  
57,063.1 S.F.

#### Building 10:

2 stories  
50,417.3 S.F.

#### Building 11:

3 stories  
36,117.9 S.F.

#### Building 12:

3 stories  
47,825.3 S.F.

#### Building 13:

3 stories  
44,866.9 S.F.

#### Building 14:

3 stories  
40,138.8 S.F.

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